

# Curriculum Framework

## Green Business Operations Certificate Program



	Green Business	Facility Management	Procurement	Cost/Benefit Analysis (CBA)	Data, Reporting and Metrics	Change Management
COMPETENCIES	Convey green business operations concepts to a greenhorn audience.	Incorporate green practices into building management.	Seek green policies, products and vendors.	Evaluate the desirability and gauge the efficiency for adopting sustainable business practices.	Recommend approaches and key performance indicators.  Quantify results.	Facilitate the implementation and acceptance of change within the workplace.
LEARNING OBJECTIVES What participants will know?	Aspects of sustainable business practices.	There are sustainable options, approaches to all aspects of a facility and its management.  Sustainable business practices affect our human and environmental relationships.	Challenges to implementing green procurement strategies.  Procurement policies affect departments across organization, customers.	Definition, purpose of CBA.  CBA's role as part of the decision making process.  Different methods of valuating intangible risks and benefits.	Wide variety of approaches, tool for measure, reporting, metrics.  Types of environmental impact surveys.	Organizations are more successful when they effectively manage change.  Role, realities of champion without authority.  Impact of employee buy-in, leadership support.
OUTCOMES What participants will be able to do?	Articulate the environmental impacts of products, services through their life cycle.  Describe life cycle assessments, considerations.  Evaluate relevance, applicability of available information, resources.  Understand synergies relating to best practices.  Decipher relevant technical information.	Apply adopted green standards to planning, design.  Evaluate impact of adopted green standards, to operations, maintenance  Evaluate relevance, applicability of environmental management solutions.  Relate how LEED fits with an organization's, their personal plan.	Maintain up-to-date product knowledge.  Validate vendors before selection.  Write contract language related to specifying (terminology, standards and protocol).  Predict impact of acquisition, installation and maintenance choices on adopted green standards.	Express the positive and negative benefits of a project in a common unit of measure and timeframe.  Apply CBA formulas.  Present the monetary value of initial and ongoing expenses versus the expected return.  Lend CBA expertise to decision making process.	Select benchmarks.  Select appropriate environmental impact survey tool.  Assess current situation to establish baseline.  Interpret green standards, make recommendations to leadership.  Determine best data collection tools, methods.  Analyze data, prepare appropriate reports.	Align effort with strategic plan.  Craft a specific business case for each project.  Design training, communications plan.  Recruit internal, external expertise and resources.  Identify real issues behind resistance.  Use conflict management tools.